

Business Case Analysis for Coated Cooking Pans

**Prepared for:
The Under Secretary of the Navy**



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14 January 2000**

Table of Contents

1. Executive Summary

- 1.1 Description
- 1.2 Summary Table 5-Year ROI
- 1.3 Benefits

2. Background

- 2.1 Objectives/Scope – Detailed Description
- 2.2 Implementation Components

3. Benefits

- 3.1 Summary List
- 3.2 Individual Benefit Description
 - 3.2.1 Reduced Workload
 - 3.2.2 Reduced Cooking Time
 - 3.2.3 Improved Quality of Life

4. Associated Cost Savings

- 4.1 Tangible Savings (Quantifiable)
 - 4.1.1 Workload Reduction
- 4.2 Intangible Savings (Non-Quantifiable)
 - 4.2.1 Quality of Life Impact

5. Cost to Implement

- 5.1 Proof of Concept Costs (Prototypes)
- 5.2 Deployed Systems Costs (Fleet-Wide Implementation)

6. Conclusions

- 6.1 Short Summary of Benefits
- 6.2 Assumed Cumulative Implementation Plan
- 6.3 Total Costs Savings over 5-Year Period

1. Executive Summary

1.1 Description: The use of commercial non-stick coating on Navy roasting and sheet pans will enhance the Quality of Life and reduce workload for food service personnel by reducing the man-hours required for cleaning by 75 to 85 percent. Approximately 45 man-years of workload will be saved annually. The coating to be applied to these pans is similar to Teflon or Silverstone and decreases food build-up during cooking. Industry studies by Dupont have identified savings of 75 percent in cleaning time. Navy studies by Natick Laboratories, USS MIAMI (SSBN-741), and USS HARTFORD (SSN-768) indicate man-hour savings of 75 to 85 percent per pan. Approximately 10,000 pans are used daily by Navy food service operations. Studies have demonstrated average cleaning time savings of 2.5 minutes per pan. Life expectancy of the pans is estimated at 24 months. The use of coated pans supports Chief of Naval Operations' efforts to reduce workload afloat, especially during the Inter-Deployment Training Cycle. Workload savings per ship is incremental and does not support reducing onboard manning. The return on investment for this proposal is provided in the table below.

1.2 Summary Table 5-Year ROI (Cost/Savings/ROI Per Annum):

	FY 00	FY 01	FY 02	FY 03	FY 04	Total (\$M)
Total Annual Cost (Coating)	.59	0	.60	0	.63	1.82
Total Annual (Workload) Savings	.60	1.20	1.22	1.24	1.26	5.52
Return on Investment	.01	1.20	.62	1.24	.63	3.70

Return on Investment in manpower savings should be realized only after this initiative is proven on deployment and the corresponding workload reduction is validated by NAVMAC and tied to specific billets.

Goal: Utilize protective coated cooking pans to reduce cleaning time.
Requirement: Increase Fleet funding to replace 10,000 cooking pans every 24 months.

1.3 Benefits: Studies have demonstrated the advantages of utilizing coated cooking pans to include reduced cleaning time and reduced cooking time. Afloat units are currently manned at 88 percent of allowance for General Detail (GENDET) sailors, E1-E3. Junior Sailors are often serving as Food Service Attendants more than 90 days per tour. Reduced workload through use of coated cooking pans will decrease "drudge" work and make more time available for Food Service Attendants to accomplish other work and pursue professional/personal growth that is not being accomplished due to current manning shortages.

2. Background

2.1 Objectives/Scope – Detailed Description: Recent improvements in food service technology in the commercial sector have provided an opportunity for Navy to utilize these improvements in afloat food service operations. Specifically, improvements by Industry have

resulted in the development of a resilient, protective coating that can be applied to Navy roasting and sheet pans. This coating significantly reduces the amount of time required to clean pans. Several prototypes have been conducted within the fleet to identify the advantages, disadvantages and feasibility of utilizing coated pans in the Navy.

- Initial, limited testing by Natick Laboratories identified a 75 percent savings in cleaning time and no savings in cooking time.
- A study onboard the USS MIAMI (SSBN-741) resulted in labor savings of 74 percent (approximately 2.3 minutes per pan) due to decreased cleaning time. In addition, the ship observed an average cooking time reduction of 8 percent (2 minutes per pan) due to the coated cooking surface.
- A study onboard the USS HARTFORD (SSN-768) resulted in labor savings of 85 percent (approximately 2.67 minutes per pan) due to decreased cleaning time. Average cooking time decreased 3 percent (1.5 minutes per pan) due to the coated cooking surface.

2.2 Implementation Components: There are approximately 13,500 sheet pans and 3,800 roasting pans on 294 ships and submarines, a total of over 17,000 pans. Coating of pans should be funded only for those pans that are used on a daily basis, approximately 10,000 pans. Coating of 110 percent of the daily requirement will provide significant workload reduction on a daily basis. Contractors have estimated that the coating and delivery of about 10,000 pans could be accomplished in 6-9 months at a cost of less than \$600K. The life expectancy of these pans, given normal shipboard usage, is estimated at 24 months.

A funding strategy to resource investment costs has been developed to implement this proposal during FY 00 and to provide support throughout the Fiscal Year Defense Plan. The investment cost for FY 00 is \$590K. COMNAVSUPSYSCOM will work with CNO N4 and N8 staffs to identify a source of funding after mid-year review. No funding requirement exists for FY 01. COMNAVSUPSYSCOM has requested biennial funding of approximately \$600K via a POM 02 issue paper submitted to CNO N4 to resource pan replacement in the outyears.

An implementation strategy has been developed in order to ensure key decisions and metrics are identified and acted upon. Assuming CNO N4 provides funding for replacement pans by 1 April 00, FISC Norfolk DET Philadelphia will award a contract to a commercial supplier by 1 May 00. Based on industry estimates for manufacturing 10,000 pans, approximate production leadtime is four to six months. Upon delivery, FISC Norfolk DET Philadelphia will force issue the pans to the fleet. Navy Food Management Teams will ensure cooking and cleaning training is conducted for afloat units. Measures of success for this proposal will include monitoring the projected life expectancy of the pans based on shipboard usage and monitoring of anticipated cleaning/cooking time savings.

3. Benefits

3.1 Summary List: Potential benefits will include:

- Reduced workload
- Reduced cooking time
- Improved Quality of Life

3.2 Individual Benefit Description

3.2.1 Reduced Workload: Commercially coated roasting and sheet pans have a surface that prevents foods from sticking, thereby reducing the clean up time. Navy studies have demonstrated an average time savings of 79 percent to clean roasting and sheet pans.

3.2.2 Reduced Cooking Time: Studies onboard USS MIAMI (SSBN-741) and USS HARTFORD (SSN-768) documented a slight reduction in cooking time (average 6 percent) for some products. Though this does not directly reduce workload, reduced cooking time does provide a benefit to food service personnel by reducing the amount of time it takes to prepare a product.

3.2.3 Improved Quality of Life: Quality of Life for some Food Service Attendants will improve due to reduced workload. Increased time will be available to accomplish other work and pursue professional/personal growth opportunities.

4. Associated Cost Savings

The savings associated with use of coated cooking pans consist of tangible and intangible savings. Tangible savings can be quantified accurately. Intangible savings are considered as those either impossible to quantify or beyond the scope of this analysis.

4.1 Tangible Savings

4.1.1 Workload Reduction (\$1.2M annual savings): The workload reduction (average 79 percent) reported by USS MIAMI (SSBN-741) and USS HARTFORD (SSN-768) is consistent with the savings predicted by the supplier of coated pans. Estimated total hours to be saved annually equates to 45 man-years. For purposes of this proposal, personnel impacted were assumed to be at the E-2 paygrade with an FY 00 composite standard pay rate of \$26,250, annually. The workload reduction provides an opportunity to reduce Food Service Attendant “drudge” work.

4.2 Intangible Savings

4.2.1 Quality of Life Impact: Reduced Food Service Attendant workload will improve their Quality of Life. Additionally, since food service is arguably the #1 morale driver afloat, any improvements in the working conditions of food service personnel will improve the overall food service operation and resultant morale of the ship.

5. Cost to Implement

5.1 Proof of Concept Costs (Prototypes): There are no proof of concept costs. Prototypes have already been funded and conducted.

5.2 Deployed Systems Costs (Fleet-Wide Implementation): The estimated cost for deployment of coated roasting and sheet pans over a five-year period is as follows:

FY 00	\$590K
FY 01	\$ 0K
FY 02	\$600K
FY 03	\$ 0K
FY 04	\$630K

This estimate is based upon cost to replace total Navy requirement for pans (determined by daily usage data plus 10 percent). Initial price quotes from industry are \$95/roasting pan (Quantity: 2,400) and \$40/sheet pan (Quantity: 9,029). Life expectancy for the coated pans is 24 months.

6. Conclusions

6.1 Short Summary of Benefits: Based on the methodology applied in this analysis, Navy will obtain a significant amount of savings through use of coated cooking pans. Improved Quality of Life and reduced workload will constitute the primary benefits.

6.2 Assumed Cumulative Implementation Plan:

FY 00 and beyond	100 percent (of Pans Used Daily)
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6.3 Total Costs Savings over 5-Year Period: Using the estimated implementation cost and potential savings, an estimated total savings of \$3.7M is forecast for a five-year period. An improvement in the overall Quality of Life for Food Service Attendants will also occur.

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